



Results Readiness in Social Protection & Labor Operations: Technical Guidance Notes for Social Safety Nets Task Teams

Gloria Rubio

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Social Safety Nets (SSN) are defined as non-contributory transfer programs targeted to the poor or those vulnerable to poverty and shocks². About half of World Bank social protection projects in the reviewed cohort are Social Safety Nets. They are mostly non-emergency investment operations with a higher presence in Latin America and the Caribbean and Africa regions. Projects aimed at strengthening country's safety nets system, including their targeting, administration and service quality, are the most common type of SSN interventions (25%). These are closely followed by conditional cash transfers (20%), and health, nutrition and education projects (15%). The remaining projects are a mixture of public works; food crisis mitigation measures and other types of safety nets (social inclusion, housing, and technical assistance).

a. Project Development Objectives

i. Description of General Practice

Project development objectives (PDO) are in line with SSN project types described above. Close to 80 percent of SSN projects have national or sectoral government institutional capacity building as one element of their PDO. This reflects the large proportion of safety net system reform projects in the SP portfolio, as well as widespread efforts to strengthen country's social protection sector institutional capacity through different types of safety net projects. As expected, reaching the poor or specific vulnerable groups is very often part of SSN projects goals (65 percent). Around a third of projects also seek to improve human development outcomes, quality of service delivery or access to public services. Explicit mention of providing temporary income support in PDO is remarkably low –only 23 percent, considering these are safety net projects.

Table 1: SSN Project Development Objectives by Focus Area

	Access to public services and infrastructure (%)	Access to economic opportunities (%)	Temporary income support (%)	Human development outcomes (%)	Reaching specific vulnerable groups/targeted groups (%)	Community empowerment and capacity building (%)	Local government institutional capacity building (%)	National/sectoral government institutional capacity building (%)	Quality of services/service delivery (%)	Fiscal objectives/efficiency (%)
Total	30.0	25.0	22.5	32.5	65.0	5.0	12.5	77.5	37.5	15.0
Safety net system reform	20.0	10.0	-	-	60.0	-	10.0	80.0	80.0	30.0
Cash transfers	18.2	18.2	54.5	63.6	72.7	-	9.1	72.7	9.1	9.1
Health, nutrition and education	66.7	33.3	-	66.7	50.0	16.7	-	50.0	33.3	-

¹ This Note has been prepared by Gloria Rubio.

² Definition from World Bank Safety Net website

Public works	-	25.0	75.0	25.0	75.0	25.0	75.0	75.0	50.0	-
Food crisis	-	-	-	25.0	75.0	-	-	25.0	-	25.0
Other	80.0	80.0	-	-	60.0	-	-	20.0	40.0	20.0

PDO vary substantially across SSN project types. Most safety net system reform projects aim at building institutional capacity at the national or sectoral level; improving targeting mechanisms and quality of social assistance services. Providing temporary income support is a goal found only in public works and cash transfer projects. The latter also seek to enhance human development outcomes as health, nutrition and education projects do. Few SSN projects focus on capacity building at the community and local level except for public works.

ii. Assessment of Performance

Adequate PDO definition is a key element in results readiness. Well defined, specific, realistic and outcome driven PDO are necessary not only for a well designed intervention, but also for a solid results framework. Overall quality of the general expression of project development objectives in SSN projects is close to satisfactory. Ratings were based on whether PDO were concise and outcome driven, whether they reflect what the project can directly contribute, and whether target groups were identified. Moreover, PDO should be sufficiently well constructed that the main emphasis of a program is easily discernible.

Table 2: PDO ratings				
Rating	Frequency			
	All SSN projects	SIL	DPL	ERL
Highly Satisfactory	3	2	0	1
Satisfactory	13	11	1	1
Moderately Satisfactory	15	9	3	3
Moderately Unsatisfactory	9	2	5	2
Unsatisfactory	0	0	0	0
Highly unsatisfactory	0	0	0	0
Average score	2.75	2.7	3.4	2.75

There are differences in PDO quality across SSN project types and lending instruments. Investment loans, particularly cash transfer projects tend to have more concise, realistic and outcome driven PDO with well defined target groups. By contrast development policy and emergency recovery loans PDO often lack clarity and specificity on the outcomes they seek to achieve. In general, SSN PDO focus on outcomes for which projects can be reasonably held accountable for. However, there are some exceptions due to projects PDO inadequate specification of their scale or target population. This will be further discussed in the following section.

iii. Key Issues

- Strengthen development outcome focus in PDO, particularly when dealing with institutional reform projects. For example, the first Colombia Safety Net Project does not fully capture its expected development change in its PDO of: “to strengthen the country’s social safety net by consolidating and expanding the successful Familias en Accion Conditional Cash Transfer program and improving the monitoring and evaluation of the country’s safety net portfolio.” This was revised in the second Colombia Safety Net Project when stating “the principal project development objectives are: complement the income of poor families with children; promote human capital formation of poor children by increasing regular check-ups, including growth monitoring, and by increasing enrollment and school attendance (basic and/or secondary education); and strengthen program quality.” Including also in the PDO the next level in the results chain clarifies the project’s outcome orientation and facilitates the identification of key performance indicators (KPI).
- Adequate specification of project scale and target populations. A number of projects involve pilot testing of new interventions without immediate scaling up. However, this is not acknowledged in the PDO leading to higher expectations than the project could actually accomplish. For example, the Jordan Social Protection Enhancement project PDO is “to improve the management and operations of the cash social assistance programs and to improve the access to and quality of social care services”. There is no mention that the second component will be implemented in a pilot basis, thus benefiting only a subset of social care facilities. Adequate specification of project scope is important to have realistic expectations and also keep consistency between PDO and performance measurement framework. Similarly, clarity on PDO target populations helps define better KPI and measurement requirements. Contrasting examples of target population specification can be seen in Table 3.
- PDO clarity and specificity is also important in development policy and emergency recovery loans. Despite projects different implementation conditions in a crisis situation or in a programmatic context, explicit and well defined objectives are necessary for performance assessment and appropriate course of action. For instance Brazil programmatic loan for Housing Sector Reform is an example of a development policy loan with a clear and specific PDO: “to support the Government’s efforts to improve access of the poor to improved housing and serviced land and to promote greater efficiency of the housing finance systems and government subsidies to low income households.” In contrast to Ethiopia PRSC 2 PDO “to support improvements in: (i) the investment climate; (ii) governance and service delivery; and (iii) vulnerability, by continuing to support the Government's medium-term reform program.”
- Appropriate balance between comprehensiveness and capturing the main project emphasis in the PDO. For example, the Social Protection Project PDO list all project components as equally important: “will support Jamaica in strengthening its social protection system. To this end, it will: (i) further improve the effectiveness of the Program for Advancement Through Health and Education (PATH) to foster investment by poor families in human capital accumulation; (ii) develop a structured system for assisting working-age persons of PATH households seek and retain employment; (iii) enable the formulation of a reform program for the pension schemes for public sector workers; and (iv) develop a social protection strategy.” However, when

reviewing project costs more than 90 percent of resources are allocated to improving PATH effectiveness by applying a new benefits scheme and strengthening institutional capacity.

iv. Identification of Good Practice

Table 3 illustrates stronger and weaker examples across desirable PDO features such as clarity of development change and target population, as well as project types. Other useful examples of PDO formulation are available in the Technical Guidance Notes for Social Funds, Service Delivery and Labor Markets.

Table 3: Examples of Safety Nets projects PDO		
Type of project/issue	Weaker PDO	Stronger PDO
Outcome focus	The Project seeks significant improvement of the effectiveness of Ukraine's social assistance system by better targeting of the cash benefits and reduction of burden on beneficiaries	To improve Honduras social safety net for children and youth. This would be achieved by (i) improving nutritional and basic health status of young children through expanding the successful AIN-C program, and (ii) increasing employability of disadvantaged youth through piloting a First Employment program.
Identification of target population	To reduce the risk of HIV infections by scaling up prevention interventions and to increase access to and utilization of HIV counseling, testing, care and support services.	The development objective of the SIP is to improve the living conditions and the social inclusion of the most disadvantaged vulnerable people in the Romanian society by: (i) improving the living conditions and social inclusion of Roma living in poor settlements; (ii) increasing the inclusiveness of ECE services in targeted areas; and (iii) improving the quality of services for PWD, youth at risk and victims of domestic violence.
Concise PDO	This second phase of the Social Sector Programmatic Development Policy Credit (SSPC) series continues, through a DPC operation, to support Bolivia's efforts to achieve selected MDGs through the implementation of a number of key social sector policies that were designed during the first phase of this program. The SSPC II is expected to support social sector policies with three broad goals in mind: (i) protecting the positive results reached in the last decade in increasing access to and quality of health and nutrition, education, water and sanitation, and social protection; (ii) implementing the sectoral policy frameworks designed under the first phase of this programmatic series to continue progress in social outcomes and move closer to achieving a number of specific Millennium Development Goals (MDGs) by 2015; and (iii) strengthening the capacity of both the Government and civil society to monitor and evaluate policies, increasing accountability and effectiveness. Implementing these policies will advance achievement of specific MDGs by 2015.	To improve the quality of life of people with disabilities and their families in areas affected by the October 8, 2005 earthquake, by ensuring better mobility, improved physical and mental health, increased participation in social and economic life, and strengthened empowerment.
Development Policy	To support improvements in: (i) the	To support the Government's efforts to

Loan	investment climate; (ii) governance and service delivery; and (iii) vulnerability, by continuing to support the Government's medium-term reform program.	improve access of the poor to improved housing and serviced land and to promote greater efficiency of the housing finance systems and government subsidies to low income households.
Emergency Recovery Loan	To accelerate and improve the quality of the implementation of the package of social sector reforms presented by GOL at the Paris III Donor Conference in the areas of social insurance, safety nets and health expenditures.	Improve conflict-affected communities' and individuals' opportunities for economic reintegration and access to social services, which will accelerate Cote d'Ivoire's crisis recovery and strengthen the prospects for sustainable peace in its territory
Food crisis	The Food Crisis Response Development Policy Grant of US\$3 million is a development policy grant intended to support the Government's poverty reduction strategy by providing the authorities with needed fiscal space to partially compensate for the lost revenues resulting from the recently reduced tariffs on food and fuel imports.	To mitigate the negative nutritional impact of the food price increase on pre-primary and primary school children and to promote poor rural household's food security by increasing agricultural production
Cash transfers	The development objective of the Project is to improve the education, health and nutrition of Salvadorian children living in the rural areas of 100 poorest municipalities.	The principal project development objectives are: complement the income of poor families with children; promote human capital formation of poor children by increasing regular check-ups, including growth monitoring, and by increasing enrollment and school attendance (basic and/or secondary education); and strengthen program quality
Public works		(i) reduce poverty by supporting the workfare component of the Heads of Household Program, including continued improvements in Program management and governance; and (ii) promote activities aimed at getting more beneficiaries of this Program into full-time employment, thereby enabling them to graduate from the Program. Activities to promote labor market participation by beneficiaries would include: (i) workfare sub-projects designed especially to promote employability, for example, by combining them with training, skill certification, and targets for job placement; (ii) support for productive micro-projects; and (iii) the establishment and support to municipal offices of employment services.

b. Key Performance Indicators

i. Description of General Practice

Key performance indicators (KPI) are designed to measure a project's performance in meeting its intended outputs and outcomes. General observations on the use of KPI in SSN projects include:

- KPI distribution closely mirrors SSN PDO classification analyzed in the previous section. The most frequent KPI were aimed at measuring national or sectoral institutional capacity

building, followed by KPI assessing the targeting of the poor population or other vulnerable groups (see Table 3). In contrast, community empowerment and capacity building appears least as part of PDO and in terms of frequency of KPI.

- SSN have on average a smaller number of KPI per project compared with other social protection interventions. On average SSN projects include 10 indicators to measure its performance, compared to an average of 15 indicators per social protection project. SSN projects rely on average on 4 outcome indicators and the rest are intermediate or output indicators. Although there is no rule about the ideal number and mix of indicators, an average of 10 KPI per project seems within the range of a manageable number of indicators for frequent monitoring but still comprehensive enough for a meaningful performance measurement.
- A fairly small share of KPI are not directly related to PDO areas. Only around 3 percent of outcome and intermediate KPI were outside of the main SSN project development areas. It seems that SSN performance measurement efforts are very much focused on reporting PDO results.
- SSN projects rely considerably on institutional development indicators. Two thirds of intermediate indicators are aimed at measuring institutional development aspects. In particular, the most common indicators are those related to service delivery (28%) and institutional capacity building (22%). Safety net system reform and cash transfers projects account for more than half of institutional development indicators used in safety nets.

Table 4: Distribution and Quality of SSN Indicators

	Frequency	Clear link to PDO rating	Average SMART rating	Share of indicators with target values established	Share of indicators reported in ISRs
Outcome indicators	166	2.22	2.77	0.75	0.73
Access to public services and infrastructure (schools, health centers, roads etc.) – local public goods	11	2.0	2.1	0.91	0.78
Access to economic opportunities (microcredit, active labor market programs, skills development, etc.)	9	2.11	2.67	0.67	0.67
Temporary income support (Unconditional transfers, public works and temporary employment, CCTs, wage subsidies, etc.)	28	2.33	2.57	0.82	0.69
Human development outcomes (improved education, health and nutrition, HIV status etc.)	50	2.08	2.71	0.60	0.88
Reaching specific vulnerable groups/targeted groups	47	2.11	2.41	0.79	0.67
Community empowerment and capacity building (non-government)	1	3.0	4.0	1.0	1.0
Local government institutional capacity building (anything sub-national)	4	2.75	4.25	0.75	0.5
National/sectoral government institutional capacity building (benefits administration, management and operation of programs, targeting system, etc.)	22	2.45	3.55	0.77	0.50
Quality of services/service delivery	24	2.5	2.5	1	0.75
Fiscal objectives/efficiency	14	2.08	3.0	0.57	0.36

Other	5	2.6	3.8	0	0.60
Intermediate outcome indicators	236	2.42	3.14	0.80	0.74
Access to public services and infrastructure (schools, health centers, roads etc.) – local public goods	25	2.22	2.42	0.56	0.65
Access to economic opportunities (microcredit, active labor market programs, skills development, etc.)	3	2.0	-	1.0	1.0
Temporary income support (Unconditional transfers, public works and temporary employment, CCTs, wage subsidies, etc.)	10	2.7	2.9	0.8	1.0
Human development outcomes (improved education, health and nutrition, HIV status etc.)	18	2.28	2.63	0.89	1.0
Reaching specific vulnerable groups/targeted groups	30	2.17	2.53	0.77	0.63
Community empowerment and capacity building (non-government)	7	2.14	2.57	1.0	0.67
Local government institutional capacity building (anything sub-national)	10	2.60	3.60	0.80	0.88
National/sectoral government institutional capacity building (benefits administration, management and operation of programs, targeting system, etc.)	86	2.40	3.39	0.76	0.62
Quality of services/service delivery	52	2.33	3.08	0.85	0.70
Fiscal objectives/efficiency	18	2.50	3.39	1.0	0.43
Other	13	3.0	4.0	.75	0.42

ii. Assessment of performance

Project results readiness depends heavily on appropriate selection and definition of KPI and their satisfactory operationalization. Thus, KPI quality is assessed at project design as well as during project implementation. Project preparation should include the selection of a manageable number of specific, measurable, attributable, realistic and targeted (SMART) key performance indicators - outcome and intermediate- that are relevant to PDO. In addition, it is important that KPI baseline values are known at project design and taken into consideration in setting targets. Early identification of KPI data sources as well as clear responsibility for their measurement improves the likelihood of actually using them. Overall quality of KPI at project design is close to satisfactory. These are the main findings:

- Clarity on KPI linkage to PDO is fairly common. Two thirds of outcome indicators have a satisfactory or highly satisfactory clarity in their linkage with PDO. This percentage is lower in the case of intermediate indicators (57%).
- SMART rating of outcome indicators is close to satisfactory (2.77) and is higher compared to intermediate indicators (3.14). Outcome indicators related to access to public services, targeting and service delivery tend to be SMARTer compared to capacity building and fiscal objectives or efficiency indicators. A similar pattern is observed among intermediate indicators, except for service delivery indicators that worsen their SMART ratings when measuring project outputs. Institutional development indicators are responsible for the lower ratings of intermediate indicators (3.27 institutional development indicators vs. 2.89 remaining intermediate indicators)

- One third of outcome indicators and close to half of intermediate indicators have specified a baseline value for performance measurement in the Project Appraisal Document (PAD); a larger percentage of indicators do specify a target value. Despite not having a baseline 10 and 25 percentage points more outcome and intermediate indicators respectively have set a target. This raises the question of how targets are set and how realistic they are.
- About half of indicators have adequately specified the data source for their measurement. Lack of data source specification is particularly an issue for development policy loans, possibly due to deficiencies in the results framework guidelines for this type of lending. Another common problem is vagueness in data source specification. For example, one project states “document available by the end of 2007” or “information provided by MSP” as data sources. This lack of clarity may result in a hard to measure indicator in a timely fashion.

Good KPI are those that being SMART and relevant to PDO are actually used for timely performance measurement and taking corrective action. Unfortunately, SSN KPI operationalization tends to be moderately satisfactory. These are the main findings.

- Around 70 percent of indicators selected in the PAD were entered into Implementation Supervision Reports (ISRs) for eventual tracking. Outcome and intermediate indicators are equally likely to be reported during project implementation. However, there is some variability in KPI reporting in ISRs across topic areas and project types. Safety nets system reform projects have a lower percentage of indicators followed through compared to cash transfers, public works and health, nutrition and education projects. This is consistent with a lower percentage of indicators related to national or sectoral institutional capacity building or to fiscal objectives and efficiency being reported during project implementation.
- However, few projects update their KPI regularly during implementation and use this information to measure progress and inform decisions. Less than one third of SSN projects update regularly their KPI and report them in the ISR. Only 16% of projects have a satisfactory or highly satisfactory use of KPI when reporting their progress and taking corrective action.

iii. Key Issues

- Deficient measurability is the most common problem in SSN projects KPI. There are a number of examples of KPI that are unclear about how they will be measured like “number of targeted municipalities with adequate provision of education and health and nutrition services” or “percentage of BISP positions that are filled with qualified staff”. How “adequate provision of services” or “qualified staff” are defined have very different implications on the data sources needed to measure these indicators, as well as the feasible frequency for their measurement and their cost. In addition, the lack of specificity

may lead to different measurements of the same indicator depending on the interpretation of whoever quantifies it. A better definition of the second indicator would be the percentage of BISP technical staff in the central and local offices that have been certified according to a specific “X” evaluation process.

- Frequency of indicators measurement during project life span should be considered when selecting the mix of intermediate and outcome KPI. Many indicators, particularly outcome indicators that rely on specialized surveys, are at best measured annually and sometimes can only be measured once during the project life. One common example in SSN projects are poverty targeting indicators such as the percentage of program cash transfers received by households in the lowest quintile of the population. This type of indicators usually requires a nationally representative household survey measuring income or consumption and including a social programs module. Since most likely this indicator can only be measured once every two years, it is important to complement it with an intermediate indicator that can be measured more often and may be a proxy for program targeting such as the percentage of program beneficiaries that meet the eligibility criteria according to a performance audit conducted twice a year.
- Some basic KPI such as program coverage are missing or not well defined. A number of projects lack well defined coverage indicators that are critical for frequent project performance monitoring. Measuring the covered population is a useful short term progress indicator and a necessary condition (but not sufficient) for achieving the PDO. It is preferable to measure it as a proportion of the project target population, but if using the absolute number of beneficiaries there should be a target value.
- Beneficiary satisfaction indicators need to be strengthened. Indicators such as “percentage of beneficiaries satisfied with program implementation” or “level of satisfaction with payments” are usually not very informative. One alternative is to address quality issues by identifying key processes in beneficiaries’ service quality perception and measuring their adequacy or efficiency.
- Failure to adequately specify target population. For example, health, nutrition and education indicators are often set too broadly, like number of children having received full set of immunization or malnutrition rate, without identifying if this is among a specific subset of the population (e.g. targeted regions, households in bottom quintile, etc.). Also, there is a widespread use of generic terms like ‘among the poor’, or ‘vulnerable groups’ that fail to sufficiently identify the target population, as in for instance, percentage decrease of parents from vulnerable groups perceiving discriminatory teaching practices.
- There are a number of challenges associated particularly with institutional development indicators.
 - ➔ Using goal statements instead of measurable variables, for example, “improved design and implementation of the wage subsidy and unemployment subsidy programs” or “automated management information system effectively implemented”. A specific way to measure these is required for a SMART KPI.
 - ➔ Using project activities as indicators such as “standard office model is developed, piloted, evaluated and formally approved” or “NAF adopts an Operations Manual

governing its business processes”. In some cases, these may serve as implementation milestones to track project execution progress, but they are not adequate measures of medium term PDO achievement. A better alternative would be, for example, the proportion of NAF business processes having an ISO 9000 certification.

iv. Identification of Good Practice

Annex 2 presents a list of indicators found in SP projects by focus area. This section will focus primarily on institutional development indicators given their broad use and need for improvement.

As mentioned earlier, a large number of SSN project seek to strengthen institutional capacity to provide well targeted, efficient, good quality, and transparent social assistance services. In addition, there are widespread efforts to improve program or policy accountability through evaluation, and some attempts to strengthen policy analysis and design capabilities. All these activities require specific KPI that can be grouped as follow. Table 5 presents weaker and stronger examples of institutional development KPI by type.

- *MIS or beneficiary registry development indicators* that help assess progress in building reliable and timely administrative records of who is getting what program benefit.
- *Service delivery quality indicators* including compliance with service standards or models indicators and processes efficiency. They can be a complement to beneficiary satisfaction measurements to gauge the quality dimension of service provision.
- *Transparency and accountability indicators* that seek to assess performance in promoting monitoring and evaluation as well as access to program basic information.
- *Social mobilization, participation and public awareness indicators* aim at measuring institutional efforts to foster social awareness and participation.
- *Institutional capacity and structure indicators* measure improvements in human resources skills and capabilities as well and organizational issues.
- *Improved policy indicators* can be found in projects involving technical assistance to assess progress in implementing better planned, coordinated, or more effective policies.

Table 5: Examples of Safety Nets projects institutional development KPI		
Type of project/issue	Weaker KPI	Stronger KPI
Targeting indicators	<ul style="list-style-type: none"> - Percentage of social assistance cash benefits received by poor families - Number of low income youth enrolled in the program during expansion - Number of households to which the poverty scorecard has been applied - A pilot SSN mechanism will have been implemented using a robust targeting formula. The pilot project will have been evaluated and lessons learned/best 	<ul style="list-style-type: none"> - Percentage of disbursed BISP cash transfers received by beneficiaries in quintiles 1 and 2 - % of all revised SISBEN 1 families in newly entered municipalities that are registered in the program. - % recertification of PATH families with children due to be recertified after 4 years enrolment

	practices extracted for national roll-out	
MIS development	<ul style="list-style-type: none"> - A management information system that provides sufficient and timely information has been established and is operational - Social Development Database improved - MIS system captures disability specific information in adequate detail - Registry of beneficiaries designed and tested, and beneficiaries of the ZMP, FEP, PROPAS, JPP programs registered 	<ul style="list-style-type: none"> - Percentage of households in bottom quintile included in program beneficiary database - Number of quarterly progress reports produced by the MIS, according to agreed reporting standards - Duplication rate in beneficiary registry - Average time taken to update in the MIS changes in household composition (newborns or deaths) or address changes - Percentage of cash transfers made automatically through MIS
Service delivery quality	<p><i>Compliance with standards/attention models</i></p> <ul style="list-style-type: none"> - Number of primary County CSWs that have a fully functioning one stop shop model - Percentage of key standards of care adopted - Three pilot integrated social work and care centers fully functional and adequately funded by the Government - Minimum standards of care for working with street children are developed and applied across implementing NGOs <p><i>Process efficiency/adequacy</i></p> <ul style="list-style-type: none"> - Number of complaints by types 	<p><i>Compliance with standards</i></p> <ul style="list-style-type: none"> - % of social welfare facilities that have acceptable hygienic standards in place to meet national criteria <p><i>Process efficiency/adequacy</i></p> <ul style="list-style-type: none"> - Percentage of NAF beneficiaries that use smart cards to collect assistance - Percentage of grievance redressal claims settled within three months of application - Average enrollment application processing time - % of cash transfer payments delivered to local offices by the 13th of the payment month
Transparency and accountability	<ul style="list-style-type: none"> - Level of transparency on budget allocations and execution - Summary payment information available for public review - Two (2) program impact evaluation studies completed in 2006 and 2008 - Results based indicators of four main social assistance programs publicly available - M&E unit in MOSD issues its annual report - System of process evaluation, internal audit and quality controls with spot checks in place - Periodic evaluations of progress made in achieving the MDGs followed by participatory discussions and feedback to improve social sectors policies 	<ul style="list-style-type: none"> - % of social programs that update quarterly their budget allocation and execution information on internet - % of target population aware of eligibility criteria for social assistance benefits
Social mobilization, participation and public awareness	<ul style="list-style-type: none"> - Public awareness increases - Public information and education strategy developed and approved in 2006 - Beneficiary information booklets designed, published and distributed to new municipalities with training - Number of annual consultations of Roma in poor settlements with local authorities for addressing community needs 	
Institutional capacity and structure	<ul style="list-style-type: none"> - Number of oblast social welfare offices capable of carrying out analyses and monitoring of the benefit payments 	<ul style="list-style-type: none"> - At least 70 percent of the MoSD staff completes training envisaged in the Human Resources Development Strategy

	<ul style="list-style-type: none"> - Functional review of MOLSP's DSDS completed and business plan prepared in 2006 - MoSD adopts a Strategic Development Plan and Human Resources Development Strategy - Standard packages for statistical data entry, cleaning, imputation, management and analysis introduced and staff trained in using them. - NAF HQ and local branches adequately staffed and staff skills improved. - % increase in number of qualified staff in PWD services 	<ul style="list-style-type: none"> - % of staff with competences in integrated services according to official examination process
Improved policy	<ul style="list-style-type: none"> - Cabinet adopts consolidation of selected federal Social Safety Net Programs under BISP - Integration of the existing network of service providers to vulnerable population within the Social Protection System. - Draft social protection policy for children and youth w/3 year implementation plan which defines roles, responsibilities and products of participating institutions - Medium-term strategy for reintegration of other conflict-affected populations defined 	

c. Design and implementation of M&E

i. Description of General Practice

M&E systems include different components aimed at collecting and systematizing data required for project management, monitoring and evaluation, as well as different assessment tools depending on project performance information needs. All SSN projects have at least one additional M&E component, most frequently Management Information Systems or beneficiary registries (75%). Some form of operational assessment through process evaluation (38%), spot checks (30%) or technical/operational audits (30%) is often included. About half rely on impact evaluations, though the robustness is not always evident in the PAD. Qualitative approaches are also common through beneficiary assessments and participatory M&E. Substantial heterogeneity in SSN projects prevents the identification of a core package of M&E tools. Hence, it is more useful to analyze variations in M&E components by project type.

Table 6. Use of M&E Components by SSN Project Type (%)									
	MIS	Process evaluation	Beneficiary Assessment	Spot checks	Impact Evaluation	Technical/ operational audits	Participatory M&E	Expenditure Tracking Studies	Other tools
Total	75	38	43	30	55	30	33	8	40
Safety net system reform	80	30	30	10	40	-	40	-	50
Cash transfers	91	55	55	55	82	55	45	-	27
Health, nutrition and education	50	33	33	17	33	-	33	17	50
Public works	75	50	75	25	75	75	50	25	50
Food crisis	50	-	25	25	-	75	-	25	75
Other	80	40	40	40	80	-	-	-	-

Investment operations include on average 4 different M&E components, twice as much as in development policy loans. Cash transfers and public works projects count on a larger variety of M&E tools and have a clearer pattern for M&E arrangements. A typical cash transfer program has an M&E system composed of a beneficiary registry and an impact evaluation, a few exceptions are found in emergency context interventions³. This reflects the operational need of having an adequate registry of transfer recipients and CCT's well established impact evaluation tradition. Most of them also include some tool for assessing their operation such as a process evaluation, spot checks, or operational audits. These are different means to verify the correct and timely delivery of transfers, as well as the implementation of conditionalities, in the case of CCTs. In addition, cash transfer projects benefit from direct feedback from participants through beneficiary assessment or participatory M&E.

Public works projects also have well defined M&E systems aligned with its operational demands. They usually include an MIS system and technical audits for management and quality control of public works subprojects, as well as beneficiary assessments. Safety net system reform projects have a clear tendency to include an MIS system, except in the case of development policy loans. However, their use of other evaluation tools is less systematic. The scatter use of M&E components in HNE projects reflects the heterogeneity of interventions within this group. Despite the urgency circumstances of the food crisis projects, all of them have some kind of basic M&E arrangements relying on existing systems, use of audits and other M&E tools.

There could be substantial learning across SP projects in using different M&E tools. For example, social funds long acquired experience in developing MIS in different country settings can be useful for safety net system reform or public works projects. Likewise, valuable lessons can be drawn from service delivery M&E systems, particularly for conditional cash transfers, social assistance and HNE safety nets (see respective Technical Guidance Notes).

³ The Maldives Post Tsunami Emergency project only includes audits.

Cost information on M&E component is scarce. About half of the projects have specified M&E costs, but only in 28% of projects it is not mixed with other costs. Costs range from half a million to 10 million dollars with an average of 1.2 million dollars⁴.

ii. Assessment of performance

Successful operationalization of an M&E system depends not only on well chosen KPI and assessment tools, but also on adequate institutional arrangements and capacity to manage the necessary design, implementation and feedback processes. Thus, it is important to assess institutional resources (organization, skills, etc.) available to implement the proposed M&E system and consider well in advance the necessary actions –for instance, tailored technical assistance- to strengthen it. Furthermore, it is critical to have early on clear roles and responsibilities on data collection, analysis and reporting, as well as overall management and supervision, and a defined process for M&E results discussion and feedback.

M&E arrangements in SSN projects need to be strengthened to ensure a successful operationalization. Less than half of projects had a definition of institutional arrangements rated at least satisfactory⁵. Plans to strengthen client capacity are missing or need improvement in 47% of projects. Performance ratings vary considerably across lending instrument. While the overall rating for M&E arrangements among investment operations is 2.13, it is 3.89 for DPLs and 3.71 for ERL. This probably reflects the short term relief focus of ERLs as opposed to medium and long term perspective of investment operations more amenable for institutional capacity building. It is surprising, however, to observe such low ratings for DPLs considering their broader institutional and policy focus.

Table 7: Quality of M&E Arrangements by lending instrument
(Ratings)

	Institutional arrangements for performing M&E activities	PAD analysis of M&E client capacity	Plan to strengthen client capacity	Project M&E integration with national/sectoral M&E system	Overall M&E arrangements
SIL	2.3	2.4	2.1	2.5	2.1
DPL	4.1	3.9	3.7	4.1	3.9
ERL	4.0	3.7	3.4	3.7	3.7
TOTAL	3.0	3.0	2.7	3.1	2.8

Ideally and in the medium term, project M&E systems may be integrated with sectoral or national systems to exploit synergies in data collection, promote institutional coordination and broaden policy discussion. Close to 40 percent of SSN projects are satisfactorily integrated with higher level M&E systems. Again, this is more common among investment operations compared to emergency

⁴ Average based on 11 observations.

⁵ This assessment is based on information included in Project Appraisal Document.

interventions for the same reasons discussed earlier. Here too, DPLs low performance is a missed opportunity to strengthen countries M&E activities.

iii. Experience with impact evaluation

Although 55% of SSN projects mentioned that they plan to conduct an impact evaluation, only one third provided detailed methodology information in the PAD to consider them potentially robust impact evaluations. Robust impact evaluations are concentrated among cash transfers projects, but other types of projects have at least one case, except food crisis interventions. Most common impact evaluation methodologies are randomization and regression discontinuity. Once a robust impact evaluation is planned, most likely there will also be early plans to collect baseline and follow up data. Few projects have explicitly costed impact evaluations. The average cost found is \$850,000⁶.

Table 8: SSN Projects with robust impact evaluation

Projects with a rigorous IE planned	Projects with baseline and follow up data collection planned	Projects with IE explicitly costed	Average IE cost (thousands USD)	Summary quality rating	Impact evaluation methods used (Frequency)			
					Randomization	Matching	Regression discontinuity	Other
33%	85%	4	850	2.3	7	3	5	3

iv. Key Issues

The main issues in M&E design and implementation include:

- Mix of evaluation components respond to project information needs at a particular point in time: M&E systems evolve as operation consolidates and new operational or impact issues arise. Emphasis on developing an MIS system or selecting a particular evaluation tool depends on the operational and performance information needs of projects. These conditions are not static and will lead to M&E system evolution in time, see for example, Ethiopia Productive Safety Net in Box 2.
- Early and careful planning is key in setting up an M&E system. Project design should involve a thorough consideration of technical, institutional and political aspects of M&E. Existing M&E activities, arrangements and capacity should be assessed to ensure appropriate resources and actions to support the development of the proposed M&E system.
- Most common delays in implementing M&E activities are due to administrative matters or problems with data collection. Many times, delays occur due to difficulties in developing the required Terms of Reference or lack of experience with the procurement process. Set a realistic timeframe for M&E activities contracting process and ensure needed technical

⁶ Average based on 4 observations.

support. Many things can go wrong during field work. Keep instruments as simple as possible, simplify data collection process and allow extra time for unforeseeable situations (see Box 1).

- Project implementation pace has an impact on M&E system operationalization; project supervision should consider this to propose needed adjustments. For example, Colombia Safety Net rapid implementation compromised the integrity of the impact evaluation control group. Thus, it is important to agree well in advance on an implementation schedule that is consistent with planned M&E activities and monitor carefully its observance. In other cases, delays in project implementation result in delays in starting M&E activities. Project supervision should consider how implementation delays will affect planned M&E activities, flag this issue with clients and take appropriate actions.
- DPL broader focus on policy issues could provide an opportunity to integrate M&E activities with sectoral and national systems. Among the different lending instruments, DPL are probably the most amenable to promoting the integration of M&E systems at the sectoral or even national level. It is important to review DPL guidelines on M&E issues to seize this opportunity.

Box 1: Key steps in operationalizing M&E activities

Once it has been defined project performance information needs and corresponding evaluation tools, it is important to set a realistic timeframe to implement them and ensure timely results for decision making. Some of the key steps, time frame and technical assistance required in each of them are:

1. Institutional arrangements and capacity assessment: Identify the unit or individual responsible for M&E implementation, reviewing institutional risk factors in carrying out M&E activities such as lack of technical staff, high staff turnover, increased workloads, or low decision making power. Based on this, anticipate personnel requirements, technical assistance or training needs at each of the key implementation steps, as well as other institutional risk mitigation mechanisms.
2. Developing TOR: Developing TORs that are comprehensive, clear and realistic involve a fair amount of knowledge and experience with the technical requirements of the evaluation tool used, as well as the individuals' qualifications and level of effort required to apply it, and the timeframe involved in the activities. Many times this experience is limited, thus different degrees of technical assistance, ranging from providing TOR models and examples to hiring a consultant, may be needed to help client countries. Depending on the complexity of the assessment and the stakeholders involved in the evaluation, it may take one to two months to develop and agree on the TOR.
3. Procurement process: Depending on the cost of the M&E activity, different procurement arrangements involving very diverse timeframes will be required. Task involving an individual consultant for a few months may be contracted within a shorter period of time if they can be procured by using a selection based on consultant qualifications. Higher cost activities such as impact evaluations that involve data collection and a larger team to implement them may require a more complex procurement process that may take a few months. Make sure that individuals managing the procurement process are familiar with the Bank's procurement guidelines and know who to contact in case they need any support.
4. Methodological report and implementation plan: Once the consultant or firm is on board allow one to three months, depending on M&E activity complexity, to prepare a methodological report and implementation plan. Early agreement with the evaluator on a clear outline of the methodology to be used, sample design, information needs, key activities and timeframe that will be required is critical for evaluation success. If the consultancy involves data collection make sure that there is a careful implementation plan including data collection instruments design, pilot test,

interviewers training, field work, verification and data entry and cleaning.

5. Data collection: this is a key activity that requires a well designed and pilot tested data collection instrument; adequately trained interviewers; carefully managed and supervised field work and quality control mechanisms for data collection and entry. Data cleaning and data set preparation are also very important. Depending on evaluation complexity and scope allow two to six months for each round of data collection. When planning data collection consider events such as rainy season, holidays, elections that may affect the implementation schedule.
6. Data analysis and reporting: This should take one to three months depending on the complexity of the analysis and the evaluation team composition. Consider having a Power point presentation with the main results to initiate the evaluation discussion, highlighting projects strengths, weakness and recommendations for design or operation improvement. In addition, there should be a main report including an executive summary and methodological annex. Data sets, including codebook and instructions to use them should be delivered as part of the final product.
7. Use of results: Make sure evaluation results are widely discussed with stakeholders and there is a well defined feedback process including a concrete plan to implement the main evaluation recommendations.
8. Sustainability and institutionalization: Discuss the convenience of implementing regularly selected M&E activities, agreeing on the scope, frequency, individuals or units responsible, budget allocation and feedback process.

v. Identification of Good Practice

The Jamaica Social Protection Project provides a comprehensive and well described system for monitoring and evaluation that is detailed separately as part of Annex 3. This includes the rationale and description of components and methodologies for all of the M&E instruments highlighting the complementarities among them. The M&E system encompasses: (a) an enhanced MIS, more efficient and easier to operate; (b) process evaluations to examine quality of service delivery, develop a proposal of service standards, and inform the design of an internal system of “spot checks”; (c) an impact evaluation to assess the effect of program redesign including introduction of increased benefits, differentiated benefits for secondary school and higher benefits for boys⁷; (e) assessment of program targeting accuracy; and (f) strengthening of the internal audit capacity. In addition, annual independent audits conducted by the Auditor General will also provide useful information on project implementation progress.

In addition to this overall strong example of M&E at the design stage, this review highlights some interesting components or approaches, including⁸:

- The Argentina Heads of Household Transition Project PAD has an effective monitoring strategy that combines administrative data and a permanent household survey. Administrative data enables the Ministry and the Bank to monitor closely trends in participation, overall eligibility compliance, and program dropouts. In addition, program beneficiaries are surveyed quarterly by the National Statistical Institute (INDEC) as part of

⁷ The PAD also considered an impact evaluation of the steps-to-work pilot initiative, but was postponed by the Government until the new program component has been rolled out.

⁸ For specific guidance on impact evaluation see World Bank PREM Impact Evaluation website.

the labor force survey. Survey data helps cross-checking administrative records by providing independent and statistically representative (for urban areas) information on participants' income levels; whether they meet certain eligibility requirements (have a minor or handicapped person in the household); have a job with social benefits; and how many hours they are working in an eligible activity or attending school. Survey data is also a tool for the public at large to track the overall program performance.

- Also of note is the approach of the Nigeria HIV/AIDS Program Development Project to integrate a national M&E system. The first phase of the project established most of the elements of an effective national M&E system, the Nigerian National Response Information Management System (NNRIM). The second phase will support state, local and civil society level M&E, scaling up existing capacity through technical assistance. Major emphasis will be on data management, dissemination and use. Surveillance will be strengthened through existing data including National Demographic and Health Survey (NDHS) and social behavioral research.

d. Use of results

i. Description of General Practice

The value of a results-focused approach depends on the extent to which results are used as a management tool. Monitoring and evaluation is not a stand alone, technical activity, but rather closely linked to decision-making processes at all levels. Information on results provides feedback on program performance to project managers, policy makers, civil society and researchers. The use of results by Bank task teams and management has two main objectives: (i) to 'prove' (accountability), or measure if objectives are being achieved and gauge project performance, and (ii) to 'improve' (management), or identify issues that need to be addressed to improve performance.

Once effective, WB projects implementation are supervised at least twice a year. Implementation Status and Results Reports are the main documents that track implementation advance and progress towards PDO achievement. At the end of the project results and implementation are assessed through an Implementation Completion Report. These two are the main venues for reporting KPI monitoring and evaluation results. In some cases, projects with interesting features or good results may be featured as good practices in seminars or toolkits and their results get more widely disseminated. There are also a few examples such as CCTs or social funds in which substantial performance information has been accumulated through M&E and it has been systematized in a meta-analysis.

ii. Assessment of performance

Of the 40 SSN projects reviewed close to half of them have been effective long enough to report KPI progress in the ISR and only 5 have an ICR. Based on these documents, general performance on results monitoring and its use by the Bank is moderately satisfactory⁹. Lack of reporting of KPI and failure to fulfill data collection plans were critical aspects behind this rating. Only 11 percent of SSN projects where ISRs were available carried out the data collection plans outlined in the PAD satisfactorily. Typical problems were delays in establishing MIS systems capable of reporting consistently on key output indicators, as well as delays in contracting the various external studies, like impact evaluations or baselines surveys.

As discussed earlier, regular updating of KPIs is not common practice among SSN projects. Only 29 percent did it in a satisfactory way, and even a lower percentage (16%) actually used them to measure progress and take corrective action when needed. Lack of reporting is usually associated with delays in data collection or disregard of the frequency of data availability, and in some cases is due to inadequate selection of indicators.

Table 9: Results readiness at project implementation

	Was data collection plan in PAD actually implemented? %	Are KPI updated regularly? %	Are KPIs used to measure progress and inform decisions? %	Are M&E issues discussed in "key issues for management" %	Is Bank management commenting on results and M&E issues? %	Summary rating of results monitoring and use by the Bank %
Highly Satisfactory	0.0	4.2	4	6.1	3.2	3.3
Satisfactory	10.5	25.0	12	30.3	38.7	13.3
Moderately Satisfactory	42.1	16.7	48	27.3	16.1	40.0
Moderately Unsatisfactory	15.8	12.5	8	15.2	25.8	30.0
Unsatisfactory	21.1	20.8	16	6.1	3.2	10.0
Highly unsatisfactory	10.5	20.8	12	15.2	12.9	3.3
Average Rating	3.8	3.8	3.6	3.3	3.3	3.4
SIL	3.5	3.5	3.1	2.7	2.7	3.1
DPL	3.5	4.7	4.6	5.0	4.6	4.0
ERL	5.3	3.3	3.5	3.5	3.6	3.6

Attention to M&E issues by task teams and Bank management also needs to be strengthened. There is some disconnect between M&E rating reported in ISR and what is happening with KPI updating and progress in implementing data collection plans. While 60 percent of projects reported a satisfactory M&E implementation in the ISR, only 27 percent of projects had at least a

⁹ Since the assessment of this section is based solely on ISR and ICR reports, the analysis of how results are used as a management tool look only at the use of results by Bank task teams and management, not by Governments.

moderately satisfactory progress on data collection or KPI monitoring. Adjustments to ISR M&E ratings to reflect project progress in M&E activities were not a generalized practice.

iii. Key Issues

The main issues in terms of use of results by the Bank include:

- KPI, particularly intermediate indicators, should be a key project management tool routinely used during project implementation. Naturally, project supervision is largely focused on disbursement and implementation milestones. However, results readiness also involves a great deal of attention by Task Teams and Bank Management to other middle links in the results chain. Intermediate indicators such as coverage or service/benefits delivery measure critical aspects in achieving the PDO. Hence, their use in the ISR is important for a results-based project management.
- Use of outcome indicators during project implementation may be limited by frequency of data availability, but should be reported in ICR. In many cases, data sources for outcome indicators are household surveys or impact evaluations that are only available near project closing or afterwards. This frequency of measurement should be acknowledged at project design and in the ISR, clarifying expectations about the reporting and use of the indicator. As discussed earlier, it is important to ensure a good mix of indicators including complementary intermediate indicators that can be used to track progress in achieving the PDO during project implementation.
- M&E rating in ISR is an opportunity to flag issues related to successful implementation of data collection plans and M&E activities as well as KPI regular update. Early planning of M&E activities together with close implementation follow up are crucial to ensure timely availability of performance information. Delays in data collection or M&E implementation should be detected as soon as possible and corrective action taken.
- PDO ratings in ISR should be well-substantiated by KPI reporting. In cases where KPI were not consistently reported, it is difficult to see how PDO ratings are justified.
- Use of performance and results information requires adequate incentives. Bank management attention to KPI reporting, M&E implementation, as well as PDO rating substantiation on performance information is critical for results readiness. ISR and ICR are instruments already available to foster results focus during project implementation, as well as in future Bank interventions.

iv. Identification of Good Practice

Good practice examples of task team and management use of M&E results include:

- The Romania Social Inclusion Project ISRs shows a very proactive approach by the Bank Team. For example, the M&E rating has been downgraded to MU due to delays in launching baseline M&E studies. A few months later, it is reported that none of the project components had initiated any M&E activity, although a consultant was contracted to help with the baseline survey. Unfortunately, the consultant failed to fulfill his contractual obligations and his contract was terminated. It was thus decided that each project component will take care by its own M&E activities. Finally, two of the three project components manage to have a baseline.
- Ethiopia Productive Safety Net project is an example of effective use of M&E results throughout project cycle and different phases (see Box 2). Early and effective feedback was possible before fully computerized MIS can be set up thanks to a combination of real-time data coming in through the Information Center and a Rapid Response Team in charge of spotting and addressing implementation bottlenecks. Task team supervision is clearly results-oriented. Although KPI are mostly discussed in the ICR, there is continuous and well-substantiated report on progress towards PDO using M&E results from project public works review and panel surveys. Potential threats to PDO achievement and proposed corrective actions are followed through ISRs, with a constant reflection on how to improve the next phase. Recently, Bank management has engaged in fruitful discussion with task team on project results.

Box 2: Effective use of M&E results in Ethiopia Productive Safety Net Project

Ethiopia faces the challenge of improving food security for a large number of chronically food insecure households and stabilizing the long term trend of increasing numbers of food insecure people. PSNP seeks to address this challenge in three phases. The first phase (2005-2006) was aimed at supporting the transition from a relief-oriented to a productive and development-oriented safety net by providing predictable, multi-annual resources, and replacing food with grants as the primary medium of support. The second phase (2007-2009) was conceived as a consolidation stage to improve the efficiency, effectiveness and fairness of the program. A third phase (2010-2014) was added later on to fully focus on households' graduation out of chronic food insecurity.

Performance information needs and feasible M&E tools in each phase are different. In phase I, M&E information focused on assessing progress on getting the new scheme up and running by shifting to public works and cash, with improvements in predictability, targeting, participatory planning of public works and better productivity of community investments. Thus, M&E system original components included:

- MIS to report process and output indicators, including financial and physical progress
- Beneficiary database and automated payroll
- Periodic technical reviews of the quality and sustainability of public works
- Annual needs assessment to dimension appropriate safety net response
- A series of evaluation studies including baseline beneficiary survey; studies on poverty targeting and program institutional linkages; process evaluation; local grain market analysis; a random audit of transfers and a beneficiary assessment.

During this phase implementation, MIS remained a cumbersome manual compilation of reports from lower levels rather than a fully automated system. To compensate it, two innovative M&E elements to monitor humanitarian risk were added:

- Information Center to collect real-time information from a sample of districts on transfers of cash and food and grain market prices
- Rapid Response Teams at federal and regional levels comprised of Government and donor staff to detect and respond to bottlenecks.

The combination of the Rapid Response Teams, the real time data and the evaluation studies carried out in the first 18 months of operations was very effective at delivering feedback to program managers early on and inform phase II adjustments. For instance, due to seasonal increases in food prices in some localities, some beneficiaries switched back to food for part of the year. This flexibility was deemed desirable and was included in program design. In addition, the targeting study found that almost 90% of recipients were classified as food insecure, indicating that community-based targeting was working reasonably well. The public works review revealed that only 56% of sub-projects were assessed as technically sound, which lead to the establishment of regional teams in charge of technical planning, oversight and back-stopping districts in the implementation of high quality PW sub-projects.

Phase II plans to strengthen and complement previous M&E activities, now with a stronger focus on measuring program improvements in efficiency (timeliness and predictability of transfers), effectiveness (quality of public works and food security interventions efficacy) and fairness (coverage, targeting, appeals and transparency). Specifically, it will:

- Reinforce the Information Center collection of weekly data from a sample of districts and the Rapid Response Mechanism to address critical implementation problems as they occur
- Scale up the annual Public Works Review, incorporating GPS/GIS technologies
- Conduct an impact evaluation survey that will follow the baseline survey
- Implement another round of process evaluation and beneficiary assessments, as well as quantitative surveys to identify errors of inclusion and exclusion.

In addition, it will support analytical and piloting efforts to develop a better understanding of how to define, measure and promote graduation in preparation for phase III. Moreover, a common and integrated M&E system for the whole Food Security Program of which PSNP is a part is being developed.

e. Conclusions and recommendations

Results readiness in SSN varies considerably across lending instruments. While investment operations show overall good results focus, DPLs are lagging behind and need a major overhaul. Progress on results readiness in investment operations is uneven throughout project cycle. Although there are specific issues that need to be improved, in general considerable efforts are made at project design to ensure adequate PDO and KPI, as well as sound M&E arrangements. However, results readiness during project implementation is still a challenge. Specifically, data collection plans implementation; use of KPI to measure progress and inform decisions; and overall

result focus by Task Teams and Bank management in ISR preparation and review need to be strengthened.

Key issues and recommendations to consolidate results readiness in SSN projects are the following. Specific recommendations for development policy and emergency recovery loans are in the main report.

PDO

SSN PDOs are relatively well-specified, particularly among investment operations. They have a strong focus on national or sectoral government institutional capacity building. Reaching poor areas and households, as well as other vulnerable groups such as ethnic minorities, people with disabilities and at risk groups is also a common objective among SSN. About a third of SSN also seek to improve human development outcomes, or access to and quality of services and public infrastructure. SSN rarely take on local and community level objectives dealing with capacity building or empowerment issues.

To ensure quality of PDOs, SSN should make explicit the desired development outcome while not losing sight of the institutional strengthening means to achieve it. In addition, SSN PDO should make sure to specify as narrowly as possible the target beneficiaries as well as project scale (pilot vs. rural/urban vs. national). PDO should be clear on whether the goals apply to poor households or targeted geographic areas and when vulnerable groups are addressed, these should be specified.

KPI

Four main issues arise in the review of KPI for SSN projects. First, deficient measurability is the most common difficulty in getting SMART KPI. More clarity on how indicators will be measured is needed. Use of a technical card for each indicator including an exact definition of numerator and denominators as background material in PAD preparation may be useful to ensure measurability. Second, technical guidance on how to develop SMART institutional development KPI is highly needed to ensure that project goals on capacity building are adequately assessed. Third, KPIs should be identified along the stages of the results chain. In particular, there is a need for clarity and measurability around a “missing middle” in service delivery. Finally, frequency of data availability for KPI regular update should be considered when selecting the mix of indicators along the results chain. Performance information is needed throughout the project cycle. Therefore, it is important to be clear on which KPI could be updated regularly and be used for monitoring project implementation, and which ones could be measured less frequently, but are useful to assess overall performance at project completion.

M&E design and implementation

Overall, design and implementation of M&E systems is satisfactory among investment operations. Core M&E components vary by project type, a large proportion of SSN projects include an MIS or

beneficiary registry. Some form of operational assessment through process evaluation, spot checks or technical/operational audits is often included. One out of two SSN projects plan to conduct an impact evaluation, but only a third provided detailed methodology information in the PAD to consider them potentially rigorous.

Several improvements over current practice are possible by:

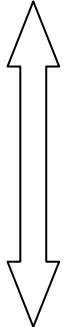
- Providing greater specificity and a deeper level of detail in the preparation of M&E frameworks, bearing in mind that early planning leads to better results.
- Assessing client capacity for M&E and anticipating technical assistance needs
- Having a more realistic timeframe for evaluations, taking into consideration the need to develop terms of reference, carry out the contracting process, as well as unforeseeable situations during data collection.
- Using existing systems for early monitoring start and build up from them.
- Ensuring a wide application of MIS and operational assessments tools and a selective and strategic use of impact evaluation, acknowledging individual project performance information needs.

Use of results by the Bank

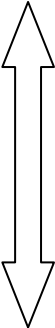
Results readiness will not be complete until incentives are in place to report, discuss and make decisions informed by M&E results. General performance on results monitoring and its use by the Bank in SSN projects is moderately satisfactory. Lack of reporting of KPI and failure to fulfill data collection plans were critical aspects behind this rating. Attention to M&E issues by Task Teams and Bank management also needs to be strengthened. Performance could be improved in several ways, including (i) more consistent reporting by task team as to whether key components of the M&E framework are on track; (ii) identification of M&E issues under Priority Actions with time bound actions required, and (iii) more consistent attention by Bank management to M&E beyond disbursements.

Annex 1: Cohort of SSN Projects approved FY05-09

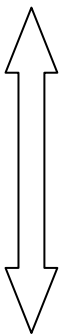
Project Type	Country	Project	FY	Lending instrument
Safety Net System Reform	Croatia	Social Welfare Devt	2005	SIL
	Ukraine	Social Asstance System Mod	2006	SIL
	Jordan	Social Protection Enhancement	2008	SIL
	Dominican Republic	Social Sectors Investment Program	2008	SIL
	Bangladesh	Disability and Children at Risk	2009	SIL
	Pakistan	Social Safety Net Technical Assistance	2009	TAL
	Georgia	PRSO 3	2007	DPL
	West Bank and Gaza	PRDP Support	2008	DPL
	Lebanon	Emergency SP Implementation Support	2008	ERL
	Lebanon	ESPISP 2	2009	ERL
Cash Transfer	Ecuador	Bono de Desarrollo Humano	2006	APL
	Colombia	Social Safety Net Project	2006	SIL
	El Salvador	Social Protection and Local Dev (FISDL)	2006	SIL
	Jamaica	Social Protection	2008	SIL
	Panama	Social Protection	2008	SIL
	Bolivia	Investing in Children And Youth	2008	SIL
	Colombia	Second Social Safety Net	2009	SIL
	Mexico	Support to Oportunidades	2009	SIL
	Kenya	Cash Transfer for OVC	2009	SIL
	Maldives	Post Tsunami Emergency	2005	ERL
	Nepal	Peace Support	2008	ERL
	Honduras	Nutrition and Social Protection	2006	SIL
	Bulgaria	Social Inclusion	2009	SIL
	Nigeria	HIV/AIDS Prog. Dev. II	2009	SIL
Health, Nutrition and Education	Bolivia	Social Sector Programmatic Credit II	2005	DPL
	Ethiopia	PRSC 2 DPL	2005	DPL
	Pakistan	PRSC II	2007	DPL
Public Works	Ethiopia	Productive Safety Nets I	2005	APL
	Argentina	Heads of Household Transition Project	2006	SIL
	Ethiopia	Productive Safety Nets II	2007	APL
	Rwanda	1st Comm Living Standards	2009	DPL
Food Crisis	Sierra Leone	Food Crisis Response	2009	DPL
	Philippines	GFRP DPO	2009	DPL
	Nicaragua	Emergency Food Price Response	2009	ERL
	West Bank and G	Food Price Crisis Response	2009	ERL
Other	Colombia	(CRL2) TAL to Support the 2nd PSAL	2005	SIL
	Romania	Social Inclusion	2006	SIL
	Pakistan	Earthquake Disability	2007	SIL
	Brazil	Housing Sector Reform	2005	DPL
	Cote d'Ivoire	Post-Conflict Assistance	2008	ERL


Appendix 2: Sample KPIs by Project Objective Area				
Focus area	Sample KPIs	Data Collection Instruments	SP thematic area	Lending Instrument
Access to public services and infrastructure (local public goods)				
<div>More final outcome oriented</div>  <div>More project output-oriented</div>	Net enrollment grade (by grade and/or gender)	Household surveys	Social Funds	SIL
	% of people with access to safe drinking water	Household surveys	Social Funds	SIL
	Increase in population with access to improved health facilities within 5km	Household surveys or health information system if functioning	Social Funds	SIL
	Increase with population with access to improved economic infrastructure (roads, irrigation, markets)	Household surveys or Project MIS	Social Funds	SIL
	% of sub-projects operational and maintained one year after completion	Facility surveys	Social Funds	ERL
	% households reporting utilization of health centers	Household surveys	Service Delivery	SIL
	Proportion of births attended by skilled health personnel	Household surveys	Service Delivery	SIL
	Availability of essential drugs at health facilities (%) (Percentage of months with tracer drugs availability)	Facility survey or health information system if functioning	Service Delivery	SIL
	% of births in rural targeted communities in accredited facilities	Household survey including demographic information	Social Safety Nets	DPL

	% of children in poor households (quintiles 1 and 2) in targeted communities participating in Early Childhood Education Services	Household survey (linked with national income or consumption household data)	Social Safety Nets	SIL
	% of public works assessed to be satisfactory (using PW Review performance criteria - eligibility, appropriateness, effectiveness, quality and sustainability)	Technical audits	Social Safety Nets	ERL
	Number of communities benefiting from at least one sub-project	Social Fund MIS	Social Funds	ERL
	% of targeted Roma settlements water points constructed or rehabilitated	Administrative data	Social Safety Nets	SIL
	# of classrooms/health centers constructed	Social Fund MIS	Social Funds	ERL
	% of classrooms replaced in 40 schools damaged by the Tsunami	Administrative data	Social Safety Nets	ERL
	% of kilometers of rural roads rehabilitated	Administrative data	Social Safety Nets	ERL
	# of bednets, contraceptives etc. distributed	Administrative data from sector	Service Delivery	SIL
	# of service workers deployed (teachers, health workers, etc.)	Administrative data from sector	Service Delivery	SIL
Access to economic opportunities				
More final outcome oriented	Number of participants exiting the program into formal employment (Annual).	Household surveys	Labor markets	SIL
	An increase in the employment rate of younger workers to at least 23 percent (age 15-24)	National surveys (eurostat)	Labor markets	DPL

 <p>More project output-oriented</p>	% increase of the rate of employment of youth benefiting from multifunctional centers services	Household survey or national labor force survey with beneficiary oversampling	Social Safety Nets	SIL
	An increase in the activity rate of older workers to at least 45 percent (age 55-64)	National surveys (eurostat)	Labor markets	DPL
	Percentage of graduates employed or self-employed six months after program completion	Household surveys, tracer studies of ex-participants	Labor markets	SIL
	Employment rate for labor market program graduates	Tracer studies of ex-participants	Service Delivery	
	Wages of graduates of long term training program of the project institutions by student origin.	Household surveys, tracer studies	Labor markets	SIL
	# of households with annual increase in average incomes	Household surveys	Social Funds	APL
	% of microfinance savers/borrowers confirming an improvement in their household living standards	Tracer studies, beneficiary surveys	Social Funds	SIL
	Cumulative # of farming HH receiving and using extension packages (millions)	Project or sectoral information system (distribution of packages), household or farm surveys (using packages)	Service Delivery	SIL
	# of income generating local community groups formed	Social fund MIS	Social Funds	SIL

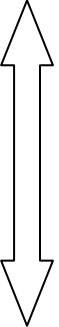
	% of supported MFIs reaching operational self-sufficiency	Survey of MFIs	Social Funds	SIL
	Reduction in job search waiting time	Household survey or program MIS if reported	Service Delivery	SIL
	Number of beneficiaries of program X.	Project MIS	Labor markets	SIL
	Number of Employment Offices providing Program X Services	Administrative information systems	Labor markets	SIL
	Number of firms registered in program X	Project MIS	Labor markets	SIL
	# of clients of supported MFIs	Social Fund MIS	Social Funds	SIL
	# of beneficiaries trained in income generating activities	Social Fund MIS	Social Funds	SIL
	Cumulative # of people trained (farmers, micro-entrepreneurs etc.)	Project or sectoral information systems	Service Delivery	SIL
Temporary income support (unconditional transfers, public works CCTs, etc.)				
More final outcome oriented	Increased income from wages (income transfers) from PWP works	Household surveys	Social Funds	SIL
	% of beneficiaries of grants for productive projects engaged in activities generating income at least equal to AR\$150/mo after 18 months of operation	Household survey	Social Safety Nets	
	% of beneficiary households that receive PSNP resources reporting no distress sales of assets to meet food needs	Beneficiary survey	Social Safety Nets	SIL

 <p>More project output-oriented</p>	Net improvement in household total, food (including fruits and vegetables) and protein consumption in large municipalities.	Household surveys including consumption module for treatment and comparison groups	Social Safety Nets	SIL
	Average number of months that PSNP households report being food insecure	Beneficiary survey	Social Safety Nets	SIL
	% of labor intensity of public works sub-projects	Social fund MIS	Social Funds	
	Proportion of bi-monthly payments based on a complete cycle of co-responsibilities verification and application of sanctions	Administrative data	Social Safety Nets	SIL
	Person-days provided in labor intensive public works program (number)	Social fund MIS	Social Funds	SIL
	Percentage of farmers who have been affected by the Tsunami receiving compensation grants.	Administrative data	Social Safety Nets	ERL
	# of communities benefitting from public works sub-projects	Social fund MIS	Social Funds	
	% of transfer payments delivered to beneficiaries by the 13th of the payment month	Administrative data	Social Safety Nets	SIL
Human development outcomes				
	Increased primary school enrollment and completion rates in SF-supported communities	Household surveys	Social Funds	SIL

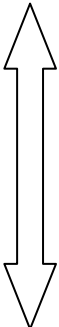
<div> <div>More final outcome oriented</div> <div>  </div> <div>More project output-oriented</div> </div>	<i>Net change</i> in chronic malnutrition amongst children under 5 in large municipalities.	Household survey with anthropometric module applied to treatment and comparison groups; possibly, Health MIS if available and feasible to distinguish treatment and comparison groups	Social Safety Nets	SIL
	<i>Net change</i> in secondary school completion rate of PATH students-boys and girls	Household survey applied to treatment and comparison groups; possibly, Education MIS if available and feasible to distinguish treatment and comparison groups	Social Safety Nets	SIL
	Increase DPT, Triple Viral, and polio vaccination of the population age 0-5 resulting in 3.6 million new children vaccinated.	Sectoral information systems, Health surveillance system	Labor markets	SAL
	Increase in primary completion rate	Household surveys or sectoral information systems	Service Delivery	PRSC
	Increase basic and secondary school enrollment rates by creating 1.4 million new spaces, in addition to the existing 7.8 million spaces.	Household surveys , Sectoral information systems	Labor markets	SAL
	Annual dropout rate (%) of students in primary and secondary schools	Facility or household surveys	Social Funds	SIL
	Reduction in child underweight rate	Household survey (with anthropometric module) or health information system	Service Delivery	PRSC
	% of under-fives malnutrition using weight for age method	Household surveys	Social Funds	SIL

Incidence of diarrhea in communities implementing water and sanitation subprojects	Household surveys	Social Funds	SIL
% of children vaccinated	Household surveys and health information system	Social Funds	SIL
% of women receiving prenatal care in project communities	Household and facility surveys	Social Funds	SIL
Average daily medical consultations in health centers	Facility surveys of health information system	Social Funds	SIL
HIV/AIDS prevalence rate	Health surveillance system	Service Delivery	PRSC
Infant/child mortality rate	Household surveys	Service Delivery	SIL
DTP 3 vaccination rate of children below 1 year	Sectoral information systems	Service Delivery	PRSC
Contraceptive Prevalence Women ages 15-49	Household survey	Service Delivery	SIL
% of children under 3 with anemia in 165 high risk municipalities	Household survey including blood samples	Social Safety Nets	
% of married women aged 15-49 using modern contraceptives	DHS type survey	Social Safety Nets	DPL
Percentage of children 0-5 years old with complete immunizations for their age group	Household survey; Health MIS if available	Social Safety Nets	SIL
Education test scores	Sectoral information system	Service Delivery	DPL
Share of PATH secondary school boys attending school 85% of the time	Household survey, Program MIS	Social Safety Nets	SIL

	Proportion of children under 2 years old who participate in the growth monitoring according to agreed protocols in the areas of intervention	Household survey; Health MIS if available	Social Safety Nets	SIL
	Percentage of families meeting their education co-responsibilities	Program MIS	Social Safety Nets	SIL
Reaching specific vulnerable groups/targeted groups				
More final outcome oriented	Number of workers that receive severance pay (job loss compensation)	Specific assessment and surveys	Labor markets	SAL
	Increase the number of poor children age 0-5 affiliated with the nutrition program	Project MIS/Beneficiary registry	Labor markets	SIL
	Percentage of program beneficiaries women	Project MIS	Labor markets	SIL
	Number of workers receiving labor redeployment services.	Project MIS	Labor markets	SAL
	Percentage of beneficiaries that come from priority areas as identified in the poverty map.	Administrative information system	Labor markets	SIL
	% of project resources (or beneficiaries) from the lowest 20% of poverty deciles	Household surveys (linked with national household surveys for national poverty rankings)	Social Funds	SIL
	Increased number of poor people with access to social services.	Household surveys	Social Funds	ERL

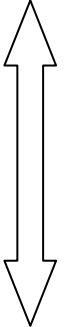
 <p>More project output-oriented</p>	Number of kindergarten children with disability benefiting from the kindergarten centers	Facility survey	Social Funds	SIL
	Community Management Committees have at least 50% of elected women	Social Fund MIS	Social Funds	SIL
	% of project resources disbursed to the poorest districts/municipalities	Social Fund MIS	Social Funds	SIL
	Number of communities mapped and profiled (with participatory poverty assessments)	Social Fund MIS	Social Funds	SIL
	% of citizens with access to services by poverty quintile	Household survey	Service Delivery	
	Increased access to services (e.g. institutional births, school enrollment etc.) in poorest geographical areas	Sectoral data crossed with poverty mapping information	Service Delivery	DPL
	% of vulnerable groups (e.g orphans, elderly) using health and education services	Household survey	Service Delivery	
	% of program expenditures (or % of beneficiaries) on poorest household quintile	Household survey	Service Delivery	TA
	At least X percent of grants provided for inclusion activities to marginalized groups in project municipalities are disbursed	Project MIS	Service Delivery	SIL
	% of programs utilizing proxy means test and other targeting criteria	Administrative data	Service Delivery	TA

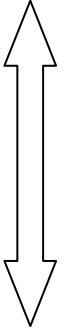
Percentage of disbursed cash transfers received by households in quintiles 1 and 2	Household surveys (linked with national income or consumption household data) including social programs module	Social Safety Nets	SIL
Share of program participants in lower half of income distribution	Household surveys (linked with national income or consumption household data) including social programs module	Social Safety Nets	SIL
% of children in Q1 registered for PATH	Household surveys (linked with national income or consumption household data) including social programs module	Social Safety Nets	SIL
% reduction in the gap between targeted poor Roma settlements and neighboring communities as measured by the living conditions index	Depending on exact definition of living conditions index may need census data, community surveys or household survey representative at the community level	Social Safety Nets	SIL
% of revised SISBEN 1 families in newly entered municipalities registered in the program	Administrative data	Social Safety Nets	SIL
% of ECE interventions in communities with more than 50% Roma population	Census data to identify target communities and administrative data	Social Safety Nets	SIL
% of districts with at least 85% of households with completed needs assessment	Administrative data	Social Safety Nets	SIL
% recertification of PATH families with children due to be recertified after 4 years enrollment	Administrative data	Social Safety Nets	SIL

Community empowerment and capacity building (non-government)				
<div> <div>More final outcome oriented</div> <div>  </div> <div>More project output-oriented</div> </div>	% of participating communities have improved their capacity to implement the CDD approach, and comply with at least 10 CDD capacity indicators	Social Fund MIS, Community surveys	Social Funds	SIL
	# of local executing agencies with improved capacity for planning and implementing community development projects	Community surveys	Social Funds	ERL
	% of communities applying acquired skills in activities beyond social fund project (use of community management committee, social audits etc.)	Community surveys	Social Funds	DPL
	% of facilities adequately maintained by the community	Facility surveys	Social Funds	
	At least 90% of sub-projects undertaken reflect the priorities of targeted communities and beneficiaries	Household surveys, participatory M & E instruments	Social Funds	ERL
	% of beneficiaries reporting participating in identification and execution of sub-projects	Household surveys, participatory M & E instruments	Social Funds	SIL
	# of capacity-building events carried out for beneficiary CBOs each year	Social fund MIS	Social Funds	ERL

% of communities benefiting from social mobilization	Social fund MIS	Social Funds	ERL
Increase in citizen satisfaction with social services as measured by Citizen Report Cards and Community Score Cards	Participatory M & E instruments	Service Delivery	SIL
% of citizens who report knowledge about local budgets	Household survey or participatory M & E instruments	Service Delivery	SIL
Improved women's understanding of their right to an institutional birth and the standards for a good-quality birth	Household survey or participatory M & E instruments	Service Delivery	DPL
Increased connectivity to and usage of national information management networks, by local service providers	Administrative information, service provider surveys	Service Delivery	SIL
# of local management committees established for social services	Project (or sectoral) information system	Service Delivery	TA
Share of coverage in community services by NGOs and community groups	Sectoral information systems	Service Delivery	
% of Roma population from targeted poor settlements agreeing that subprojects reflect community priorities	Household surveys, participatory M&E instruments	Social Safety Nets	SIL

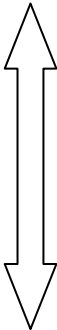
	Proportion of OVC households aware of program information, such as objectives, eligibility criteria and use of funds	Beneficiary surveys, participatory M&E instruments	Social Safety Nets	SIL
	% of kebeles that have developed and approved safety net plans, taking into-account community preferences	Administrative data, performance audits	Social Safety Nets	APL
	% of public sector organizations that hold partner forums on a regular basis to report on planning decision and progress.	Administrative data	Social Safety Nets	SIL
Local government institutional capacity building				
More final outcome oriented	Household perceptions of local government transparency, capacity and responsiveness	Household surveys, participatory M & E instruments	Social Funds	SIL
	% of local governments able to set objectives and achieve at least X% of their annual targets	Local government surveys	Social Funds	APL
	% of local government annual investments consistent with Community Development Plans	Local government surveys	Social Funds	SIL
	Beneficiary satisfaction with training received at the local government level	Community and local government surveys, participatory M & E instruments	Social Funds	SIL

<div>  <p>More project output-oriented</p> </div>	Legal and administrative texts have been adopted allowing local governments to pass through funds to community groups	Administrative information	Social Funds	SIL
	% of social fund projects executed by local governments	Social fund MIS	Social Funds	SIL
	# of local government officials trained	Social fund MIS	Social Funds	SIL
	Citizens reports of quality of basic services delivered by local government	Participatory M & E instruments or household surveys	Service Delivery	
	Subnational governments expenditures on basic services	Sectoral budget information	Service Delivery	SIL
	Allocation of financing from State government to local self governments for health and education services	National and sectoral budget information	Service Delivery	SIL
	Share of local government budgets spent of social services	Local government budget information (systematized or via sample surveys where systems lacking)	Service Delivery	DPL
	Number of local service providers (PHCs, schools, CSWs and NGOs) accredited by the relevant institution in their sector	Sectoral information systems	Service Delivery	SIL

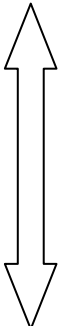
	# of local government units trained in sectoral service programs	Administrative information systems	Service Delivery	TA
National/sectoral government institutional capacity building				
<div> <div>More final outcome oriented</div> <div>  </div> <div>More project output-oriented</div> </div>	Number of job seekers, as reported by the LFS, served by the National Employment Service	Administrative information system	Labor markets	SIL
	Formulation of a viable Pension System Development Strategy and progress in its implementation	Administrative data	Labor markets	SIL
	Labor market information (LMI) system in place and two reports on labor market situation and trends published	Sectoral information systems	Labor markets	SIL
	Number of new small business incubators established.	Project MIS	Labor markets	SIL
	Number of new module training programs developed and in use and number of new module training centers fully functional	Project MIS	Labor markets	SIL
	Operations guidelines and manuals for a new menu of ALMPs prepared and in use	Administrative information system	Labor markets	SIL
	Central and regional Career Counseling Centers operational	Administrative information system	Labor markets	SIL
	Citizen knowledgeable about basic services (availability, eligibility, transparency)	Participatory M & E instruments	Service Delivery	

% of social program budget distributed based on new program-based model of allocation	Sectoral budget information system	Service Delivery	TA
Number of external evaluations of social program performance conducted	Administrative data	Service Delivery	TA
Monitoring and evaluation system for prioritized national strategic social programs operating as evidenced by timely monthly MIS reports	Administrative data	Service Delivery	TA
Number of Results Agreements signed between national planning office and sectors	Administrative data	Service Delivery	TA
Decrees published relating to social program operations	Administrative data	Service Delivery	
Percentage of civil registry offices which have their records updated, modernized and operational, as evidenced by the establishment of a new computerized system	Administrative data, technical/operational audits	Social Safety Nets	ERL
% of households in the targeting database whose poverty status is verified through home visits at least once every three years	Administrative data, technical/operational audits	Social Safety Nets	DPL
% of grievance redressal claims settled within three months of application	Administrative data	Social Safety Nets	TA

	% of BISP positions that are filled with qualified staff according to official examination system	Administrative data	Social Safety Nets	TA
	% of social welfare facilities have acceptable hygienic standards in place to meet national criteria	Administrative data, operational audits, facilities survey, spot checks	Social Safety Nets	SIL
	% of MoSD staff with completed training envisaged in the Human Resources Development Strategy	Administrative data	Social Safety Nets	SIL
	% of municipalities with indicators of payment process in yellow and red alert	Administrative data	Social Safety Nets	SIL
	% of departmental offices for the First Employment Program (DOFEP) operating and connected to the MIS (as described in the operational manual)	Administrative data, operational audits, spot checks	Social Safety Nets	SIL
Quality of services/service delivery				
	Increase in average percentage earnings of PJE graduates compared to the control group.	Impact evaluation surveys	Labor markets	SIL
	Improved user satisfaction with program X and its affiliated agencies# services	Participatory M&E/Beneficiary Assessments	Labor markets	SIL
	Amounts claimed to agency X for reimbursement due to negative balances in the payment of allowances through compensatory system.	Project MIS/ Participatory M&E	Labor markets	SIL

<p>More final outcome oriented</p> 	Number of beneficiaries receiving their transfers directly in their bank accounts.	Project MIS/Administrative data	Labor markets	SIL
	Number of people-times of use of services (job counseling, referral, and guidance) provided by project-invested employment institutions, monthly average, by origin of the user	Project MIS	Labor markets	SIL
	Number of migrants-times receiving legal assistance in project-invested pilot localities annually	Specific surveys	Labor markets	SIL
	Increase in the number of new courses offered by program X	Project MIS	Labor markets	SIL
	Teachers trained and certified in adult education methodology.	Sectoral information system	Labor markets	SIL
	Material improved and provided to each student	Participatory M & E instruments	Labor markets	SIL
	Life skills modules incorporated in all programs	Project MIS	Labor markets	SIL
	Community satisfaction with service quality	Participatory M & E instruments, household surveys	Social Funds	SIL
	Student/teacher (or student/classroom) ratio	Facility surveys, education system information	Social Funds	SIL
	% of health centers staffed to sectoral norms	Facility surveys or health information system if functioning	Social Funds	

More project output-oriented	Availability of basic medicines in supported health centers	Facility surveys	Social Funds	
	# of desks, books and other inputs per student	Facility surveys	Social Funds	
	Quality rating of local infrastructure (schools, health centers, water systems, roads etc.)	Facility surveys, technical audit	Social Funds	
	# of facilities with local community management committees established	Facility surveys, social fund MIS	Social Funds	
	Average pupil-teacher ratio (e.g. grades 1-4)		Service Delivery	SIL
	Share of qualified health staff in rural areas	Sectoral information system	Service Delivery	DPL
	Public perception of service quality	Participatory M & E instruments, household surveys	Service Delivery	SIL
	% of health posts without shortages of injectable contraceptives in last 3 months	Sectoral information systems	Service Delivery	SIL
	Increase in the use of Standard Treatment Protocols in project-supported hospitals	Sectoral information systems	Service Delivery	SIL
	Number of textbooks per primary school student	Sectoral information systems	Service Delivery	PRSC
	% of teachers receiving in-service training	Sectoral information systems	Service Delivery	SIL
Fiscal objectives/efficiency				

<div> <div>More final outcome oriented</div> <div>  </div> <div>More project output-oriented</div> </div>	Average unit costs of infrastructure (compared to other programs)	Social fund MIS	Social Funds	
	% of operating costs as a share of total costs	Social fund MIS	Social Funds	SIL
	Local contributions as a share of total social fund investments	Social fund MIS	Social Funds	
	% of sub-project executed within timeframe and budget	Social fund MIS	Social Funds	SIL
	Total Federal block grants to basic services as a share of total Federal discretionary expenditures	National budget information system	Service Delivery	SIL
	% of treatment municipalities making financial allocations based on agreed formula in health sector	Administrative information system	Service Delivery	SIL
	% of non wage executed budget	Sectoral budget information system	Service Delivery	DPL
	Annual budget of national strategic social programs	National budget information system	Service Delivery	TA
	% of priority social program expenditures on administrative overhead	Program or sectoral information systems	Service Delivery	

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Abstract

The Results Readiness Review assessed progress to date on results-based management in the Social Protection & Labor (SP&L) portfolio and generated operationally relevant knowledge on how to strengthen Monitoring & Evaluation (M&E). Specifically, the Review took stock of the status and quality of M&E in the SP&L portfolio, including both investment and policy-based lending. The Review identified trends, strengths and weaknesses, and good practice M&E approaches and indicators to incorporate a better results focus in project design and implementation. This related Note provides guidance for World Bank Task Teams working in the area of Social Safety Nets.

HUMAN DEVELOPMENT NETWORK

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